

**** PUBLIC WORKS ****
Functional Area Summary by Agency

	2002 Actual	2003 Adopted* Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
* TOTAL PUBLIC WORKS *						
Expenditures (a)	\$25,407,392	\$26,305,234	\$23,513,374	\$23,013,426	(\$3,291,808)	-12.5%
Revenues (b)	\$18,151,147	\$18,247,349	\$15,373,205	\$14,974,866	(\$3,272,483)	-17.9%
Oper Income/(Loss) (a)	(\$286,178)	(\$257,311)	(\$165,217)	(\$223,193)	\$34,118	-13.3%
Tax Levy (c),(d)	\$7,383,995	\$8,072,027	\$8,223,258	\$8,086,820	\$14,793	0.2%

BREAKDOWN BY AGENCY

PUBLIC WORKS						
Expenditures	\$24,394,396	\$25,236,511	\$22,492,354	\$21,936,335	(\$3,300,176)	-13.1%
Revenues (b)	\$17,552,079	\$17,450,079	\$14,600,491	\$14,169,228	(\$3,280,851)	-18.8%
Oper Income/(Loss) (a)	\$127,750	\$14,142	\$83,089	\$48,260	\$34,118	241.3%
Tax Levy (c)	\$6,970,067	\$7,800,574	\$7,974,952	\$7,815,367	\$14,793	0.2%
AIRPORT DEVELOPMENT						
Expenditures	\$1,012,996	\$1,068,723	\$1,021,020	\$1,077,091	\$8,368	0.8%
Revenues (b)	\$599,068	\$797,270	\$772,714	\$805,638	\$8,368	1.0%
Oper Income/(Loss) (a)	(\$413,928)	(\$271,453)	(\$248,306)	(\$271,453)	\$0	0.0%
Tax Levy (a)(c)(d)	\$413,928	\$271,453	\$248,306	\$271,453	\$0	0.0%

* The 2003 Budget is restated to reflect \$225,000 tax levy and expenditure to the Waukesha County Historical Society originally budgeted in the Public Works – General Fund and transferred to Non-Departmental

a) Total expenditures and net operating income exclude capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform with financial accounting standards. Fixed assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund total 2003 expenditures exclude capitalized fixed asset purchases of \$1,526,600 and total 2004 expenditures exclude capitalized fixed asset purchases of \$ 2,769,469.

b) Includes Airport Development fund balance appropriation of \$173,977 in 2003 and 2004; Central Fleet fund balance appropriation of \$101,083 in 2003 and 2004; and General Fund balance of \$159,000 in 2003 and \$80,000 in 2004.

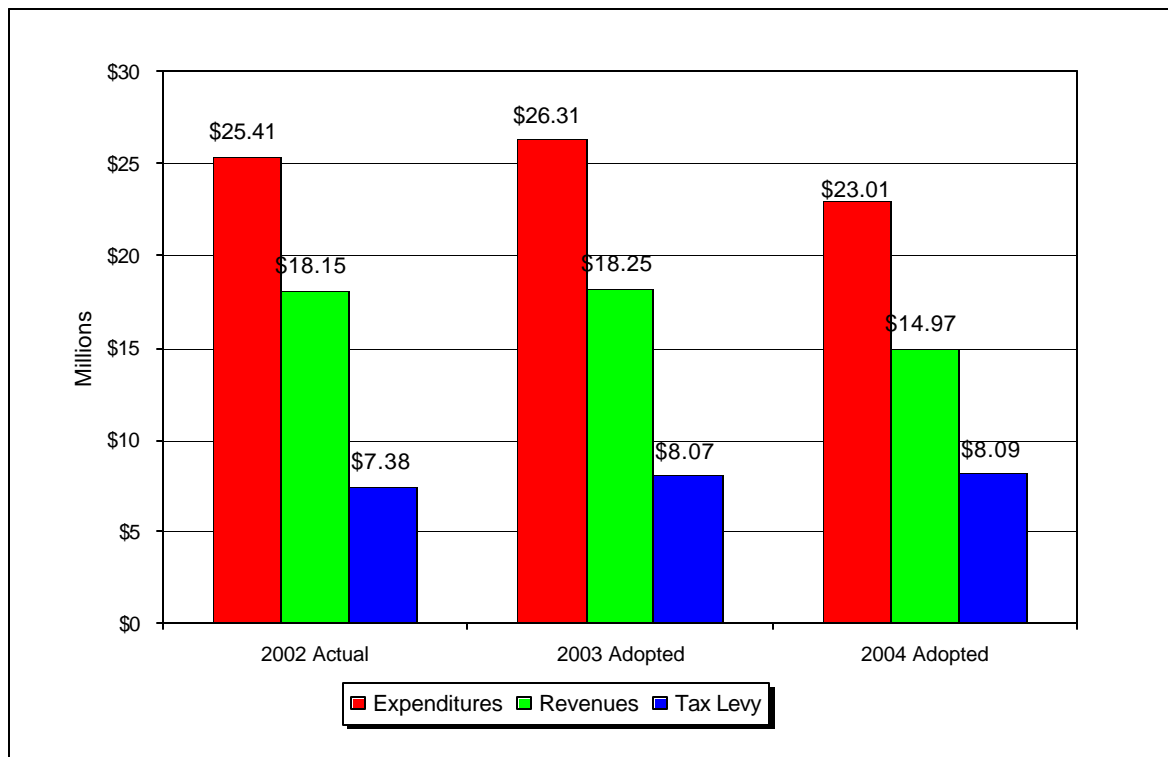
c) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

d) Tax levy is provided to fund estimated operating loss and/or fixed asset purchases.

PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes the Public Works Department and the Airport Development fund. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, construction management and engineering for roadways and facilities, maintenance and housekeeping services, permit processing and traffic control. The **Public Safety** division created in 2003 to prepare for the transition to the Waukesha County Communication Center is not included but transferred to the Justice and Public Safety functional area. The Highway Operations Fund and the Transit Services Fund are combined in 2004 and renamed the **Transportation Fund**. It includes all maintenance and repair services on the County Trunk Highway System and also provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State. Also in the fund are transit service activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and program administration. A **Central Fleet Maintenance Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Fund** was established to finance necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Development Fund** maintains and operates, through a Fixed Based Operator contract, a reliever airport serving general aviation and business travel needs. Not included in this functional area are Public Works related capital projects, (Capital Projects, Section VII) and major equipment replacements, (End-User Technology Fund, in Non-Departmental Functional Area, Section VI).



The 2004 expenditure budget for this functional area totals \$23,013,426 after adjustments to exclude proprietary fund capitalized fixed asset items, a decrease of \$3,291,808 or 12.5% from the 2003 adopted budget. Budgeted revenues, including \$355,060 of fund balance appropriations, total \$14,974,866, a decrease of \$3,272,483 or 17.9% from the previous year's budget. The tax levy necessary to fund this functional area totals \$8,086,820, an increase of \$14,793 or 0.2% from the 2003 budget.

Significant program and funding changes from the 2003 budget include:

- Position changes in the Public Works Department include the abolishment of a 1.0 FTE Patrol Worker due to declining State reimbursement for maintenance on State roads with an estimated savings of \$57,735. Three additional positions, which were unfunded in the previous budget year are also abolished. They include 1.0 FTE Mass Transit Coordinator, 1.0 FTE Maintenance Mechanic II and 1.0 FTE Building Service Worker I. Overtime is reduced .84 FTE (\$45,000) over-all with reductions in building and highway maintenance activities. Extra help is increased .69 over-all with new expenditures for .92 FTE's (\$20,350) to maintain highway medians. One intern position in the engineering division is reduced.
- Energy costs are budgeted to increase almost \$75,000 in Public Works operations overall with the largest increase for electricity of \$65,000 including \$18,000 for the operation of additional traffic signals. Natural gas prices are expected to be relatively stable with the budget increase minimal but at a higher level than the 2002 actual experience.
- The building improvement maintenance plan totals \$703,750 which includes the use of \$80,000 of General Fund balance. This compares to \$697,600 in the 2003 budget with \$159,000 of fund balance.
- The **Transportation Fund** is created to streamline fund accounting by combining the Highway Fund and the Transit Service Fund.
- State and Federal **transit funding** for contracted services will no longer be budgeted but is received directly by the contracted program administrator. This includes expenditure and revenue reductions of almost \$2.6 million. County tax levy support is reduced \$50,000 in 2004 due to favorable contract bids, fare box increases and route adjustments. One new route is planned to begin in 2004 with Congestion Mitigation Air Quality (CMAQ) grant funding
- State General transportation aids do not increase in the 2004 operating budget. An accounting change in recording State reimbursements results in expenditure and revenue reductions of almost \$1.1 million for equipment reimbursements.
- Over-all expenditure constraint includes managerial decisions to absorb work in-house including bridge inspections and targeted equipment maintenance activities. Contract service increases have been reviewed more closely with targeted increases. Fewer equipment purchases and fewer supplies are budgeted.
- The **Central Fleet Maintenance** budget includes expenditures and revenues under 4%, which are reflected in most service rate increases charged to County Departments of 2.6 to 2.8%.
- The **Airport** operating budget includes an increase in expenditures under 1% reflecting limited increases in revenues due to the soft economy and reduced activity. There is no tax levy change for 2004.

**BUDGETED POSITIONS 2002-2004
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS						
<u>Agency</u>	<u>Fund</u>	<u>2002 Year End</u>	<u>2003 Adopted Budget</u>	<u>2003 Modified Budget</u>	<u>2004 Budget</u>	<u>03-04 Change</u>
PUBLIC WORKS	General	73.40	71.40	71.40	71.40	0.00
PUBLIC WORKS	Transportation	72.10	71.10	71.10	70.10	-1.00
PUBLIC WORKS	Central Fleet Maintenance	18.00	18.00	18.00	18.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	0.00
	TOTAL REGULAR POSITIONS	166.50	163.50	163.50	162.50	-1.00
	TOTAL EXTRA HELP	2.15	2.15	2.15	2.84	0.69
	TOTAL OVERTIME	4.36	4.27	4.27	3.43	-0.84
	TOTAL BUDGETED POSITIONS	<u>173.01</u>	<u>169.92</u>	<u>169.92</u>	<u>168.77</u>	<u>-1.15</u>

2004 BUDGET ACTIONS:

General Fund

Decrease 0.23 FTE Extra Help
Decrease 0.43 FTE Overtime

Transportation Fund

Abolish 1.00 FTE Patrol Worker
Increase 0.92 FTE Extra Help
Decrease 0.40 FTE Overtime

Central Fleet Fund

Decrease 0.01 FTE Overtime

2003 CURRENT YEAR ACTIONS:

NONE

Public Works

Public Works

All Funds

Mission

The Waukesha County Department of Public Works strives to provide quality infrastructure and services that meet or exceed the needs of our customers.

	2002 Actual	2003 Adopted Budget *	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Public Works-General Fund						
Expenditures	\$7,497,638	\$8,291,072	\$8,484,217	\$8,292,419	\$1,347	0.0%
Revenues	\$1,809,260	\$1,722,435	\$1,729,090	\$1,722,614	\$179	0.0%
Tax Levy	\$5,688,378	\$6,568,637	\$6,755,127	\$6,569,805	\$1,168	0.0%
Transportation Fund						
Expenditures	\$12,750,169	\$12,516,992	\$9,596,902	\$9,043,083	(\$3,473,909)	-27.8%
Revenues	\$11,468,480	\$11,285,055	\$8,377,077	\$7,797,521	(\$3,487,534)	-30.9%
Tax Levy	\$1,281,689	\$1,231,937	\$1,219,825	\$1,245,562	\$13,625	1.1%
Central Fleet						
Expenditures	\$2,326,281	\$2,600,509	\$2,609,297	\$2,700,186	\$99,677	3.8%
Revenues (a)	\$2,321,955	\$2,603,409	\$2,690,983	\$2,700,186	\$96,777	3.7%
Income (Loss) (b)	(\$4,326)	\$2,900	\$81,686	\$0	(\$2,900)	-100.0%
Tax Levy (c)	\$0	\$0	\$0	\$0	\$0	N/A
Vehicle Replacement Fund						
Expenditures	\$1,820,308	\$1,827,938	\$1,801,938	\$1,900,647	\$72,709	4.0%
Revenues (a)	\$1,952,384	\$1,839,180	\$1,803,341	\$1,948,907	\$109,727	6.0%
Income (Loss) (b)	\$132,076	\$11,242	\$1,403	\$48,260	\$37,018	329.3%
Tax Levy (c)	\$0	\$0	\$0	\$0	\$0	N/A
Total All Funds						
Expenditures	\$24,394,396	\$25,236,511	\$22,492,354	\$21,936,335	(\$3,300,176)	-13.1%
Revenues (a)	\$17,552,079	\$17,450,079	\$14,600,491	\$14,169,228	(\$3,280,851)	-18.8%
Income (Loss) (b)	\$127,750	\$14,142	\$83,089	\$48,260	\$34,118	241.3%
Tax Levy (c)	\$6,970,067	\$7,800,574	\$7,974,952	\$7,815,367	\$14,793	0.2%

(a) Includes Central Fleet fund balance appropriations of \$101,083 in 2003 and 2004, and General Fund balance of \$159,000 in 2003 and \$80,000 in 2004.

(b) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

(c) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

* The 2003 Budget is restated (increased) for comparative purposes to reflect \$225,000 tax levy and expenditure to the Waukesha County Historical Society transferred from the Public Works – General Fund budget to Non-departmental- General Fund.

Position Summary (FTE)

Regular Positions	163.50	160.50	160.50	159.50	(1.00)
Extra Help	2.15	2.15	2.15	2.84	0.69
Overtime	4.36	4.27	4.31	3.43	(0.84)
Total	170.01	166.92	166.96	165.77	(1.15)

Departmental Objectives

1. Continue implementation of a computerized maintenance management system within the Building Operations Division to provide better equipment and building asset maintenance history and inventory tracking, to establish a more formal and efficient maintenance work order scheduling and tracking system; and to develop a more complete and comprehensive preventative maintenance scheduling and tracking procedure (Task 1.1.a)
2. Continue to enhance campus security by assessing security risks in our buildings and develop a strategy report by the end of 2004 (Task 1.5.a/b)
3. Continue to develop and maintain a 21st century workforce through increased use of employee training (Task 1.2.a)
4. Enhance existing Internet site to provide relative information to our internal and external customers (Task 2.1.b)
5. Continue to respond to, or complete, a request for maintenance or housekeeping service within one business day (Goal 1.3)
6. Continue to work towards a 3.5 satisfaction rating by our customers for housekeeping and maintenance services (Goal 1.3)
7. Review current business workflows and practices. Make recommendations for improvement by end of second quarter 2004 (Goal 2.2.b)
8. Continue oversight and management of the contract with Waukesha Metro for the administrative services of the Waukesha County transit services.
9. Develop a comprehensive list of all County owned facilities and land parcels for their current and potential county public use.

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Began implementation of the Computerized Maintenance Management System (CMMS) to track general and preventative maintenance of County facilities. Complete implementation will occur in 2005.
2. Developed and implemented an Internet site for our customers with expansion planned for 2003 and 2004.
3. Completed inventory of one-third of the County's pavement conditions in 2003. Selected resurfacing projects based on priorities developed by PAVER to improve pavement-riding quality.
4. Successfully reached an agreement with the Waukesha Historical Society to purchase the Waukesha County Annex building (Old Courthouse).
5. Exceed the goal of 14 hours of training per Highway Operations staff by an average of 5.02 hours per person, resulting in an average of 19.02 hours of training per person.
6. Began reviewing current business workflows and practices within the Central Fleet and Highway Operations Divisions. Full recommendations for improvement will be completed by end of third quarter 2003.
7. Researched and evaluated security technology alternatives. Research has resulted in the development of a long-term capital project for Courthouse and Administrative Center security, including use of a card access system to restrict entry to facilities; the installation of cameras at the main public entrances to facilities; and the installation of a security fence at the south end of the courtyard between buildings.
8. Successfully implemented a contract with Waukesha Metro to provide administrative services for the Waukesha County Transit Program. Since February 2003, this has resulted in Waukesha County being fully compliant in the Federal Transit Administration's Triennial Review; development of contracts with the vendors providing transit service; submission and acceptance of the 2002 National Transit Database report; and the submission and acceptance of the 2003 State and Federal Grant applications.

General Fund**Public Works****Fund Purpose/
Summary****Fund Purpose**

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facility and road infrastructure. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary

	2002 Actual	2003 Adopted Budget *	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$3,821,031	\$3,966,642	\$4,056,809	\$4,125,046	\$158,404	3.99%
Operating Expenses	\$3,276,516	\$3,669,086	\$3,769,465	\$3,476,551	(\$192,535)	-5.25%
Interdept. Charges	\$212,256	\$328,344	\$320,343	\$285,822	(\$42,522)	-12.95%
Fixed Assets	\$187,835	\$327,000	\$337,600	\$405,000	\$78,000	23.85%
Total Expenditures	\$7,497,638	\$8,291,072	\$8,484,217	\$8,292,419	\$1,347	0.02%
General Government	\$813,766	\$744,779	\$744,779	\$761,279	\$16,500	2.22%
Fine/Licenses	\$100,730	\$110,000	\$114,000	\$135,000	\$25,000	22.73%
Charges for Services	\$488,697	\$275,431	\$275,431	\$275,466	\$35	0.00%
Interdepartmental	\$400,086	\$416,225	\$416,225	\$453,869	\$37,644	9.04%
Other Revenue	\$5,981	\$176,000	\$178,655	\$97,000	(\$79,000)	-44.89%
Total Revenues	\$1,809,260	\$1,722,435	\$1,729,090	\$1,722,614	\$179	0.01%
Tax Levy (a)	\$5,688,378	\$6,568,637	\$6,755,127	\$6,569,805	\$1,168	0.02%

Position Summary (FTE)

Regular Positions	73.40	71.40	71.40	71.40	0.00
Extra Help	2.15	2.15	2.15	1.92	(0.23)
Overtime	1.05	1.14	1.14	0.71	(0.43)
Total	76.60	74.69	74.69	74.03	(0.66)

(a) Includes General Fund Balance of \$159,000 in 2003 and \$80,000 in 2004 .

(b) Amount shown is actual expenditure less revenue achieved

* The 2003 Budget is restated for comparative purposes to reflect \$225,000 tax levy and expenditure to the Waukesha County Historical Society transferred from the Public Works – General Fund budget to Non-departmental-General Fund.

Property Management

Program Description

This division manages rental properties by coordinating with and supervising a real estate firm in the collection of revenues and repair of residential properties, which the county owns. This division also administers the disposal or sale of properties when necessary. In addition, this division is responsible for management of non-rental properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Maintain a 95% Occupancy Rate for All Properties.	100%	95%	100%	95%	0%
# of Rental Properties	6	6	6	6	0

Staffing (FTE)	0.05	0.05	0.05	0.05	0.00
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Personnel Costs	\$7,191	\$5,896	\$5,884	\$6,183	\$287
Operating Expenses	\$118,903	\$48,950	\$49,000	\$13,000	(\$35,950)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$126,094	\$54,846	\$54,884	\$19,183	(\$35,663)
General Government	\$52,614	\$0	\$0	\$0	\$0
Charges for Services	\$37,901	\$37,600	\$37,600	\$37,747	\$147
Total Revenues	\$90,515	\$37,600	\$37,600	\$37,747	\$147
Tax Levy (a)	\$35,579	\$17,246	\$17,284	(\$18,564)	(\$35,810)

(a) Negative tax levy from revenues over expenditures are used to partially offset tax levy in other general fund program areas.



Program Highlights

It is estimated that the County will continue to maintain and collect rental revenue from six rental properties in 2004. The County contracts with a property management company to oversee the management of these properties. This company retains 6% of the rent collected. Rental rates are increasing about 2% in 2004. In addition to rental properties, this program area is also responsible for the maintenance, repair, or demolition of County properties that don't generate rental revenue. The department does not anticipate the razing or demolition of properties in 2004, therefore funding for this has been decreased.

Building Projects/Project Implementation

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan. This coordination consists of following County Project Control Methodology to present, implement, design, construct and observe all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Complete 95% of Planned Capital Projects on Time and Within Budget.	97%	95%	97%	97%	2%

General Fund

Public Works

Program



	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	3.01	2.97	2.97	3.02	0.05
Personnel Costs	\$219,892	\$234,398	\$240,494	\$257,502	\$23,104
Operating Expenses	\$7,381	\$25,750	\$30,100	\$17,700	(\$8,050)
Interdept. Charges	\$1,419	\$2,150	\$2,200	\$1,700	(\$450)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$228,692	\$262,298	\$272,794	\$276,902	\$14,604
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$228,692	\$262,298	\$272,794	\$276,902	\$14,604



Program Highlights

Salaries include the transfer of 0.05 FTE of the Building Operations Manager time into this program area to more accurately account for his time spent managing capital projects. This budget is remaining stable from the 2003 budget base, continuing to provide administrative support to the capital projects and to provide building project services to the other County departments. Based on historical spending, funds for outside architectural and engineering services have been reduced in 2004

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 03	Est. Operating Impact (a)
200107	Northview Demolition	2004	\$974,400	5%	TBD
200426	Northview Laundry/Boiler Demolition	2004	\$365,400	0%	TBD
200330	Metro Unit Relocation	2004	\$200,000	25%	\$0
9805	Retzer Building Expansion	2004	\$1,299,200	10%	See Parks
9705	UWW Southview Renovation (a)	2004	\$1,500,000	99%	\$0
200210	Communications Center	2004	\$6,894,000	60%	\$1.9 million
200304	HHS Energy Management System	2004	\$275,000	90%	(\$10,000)
200303	Northview Boiler Replacement	2004	\$250,000	5%	(\$25,000)
200305	Computerized Maintenance System	2005	\$165,000	40%	TBD
9919	UWW Northview Hall 133 (a)	2005	\$354,000	0%	\$0
200108	Justice Facility Project Phase I	2005	\$33,865,000	20%	See Sheriff
9920	Lower Northview Hall Refur. (a)	2005	\$2,975,000	0%	\$0
200318	UWW Switch/Transformer Rplc(a)	2005	\$460,000	5%	\$0
200410	Crthouse/Crtroom Remodel Phase II	2005	\$500,000	0%	\$0
200415	HHS AHU Replacement	2005	219,000	0%	TBD
200328	Crthse Admin Center Security	2006	\$260,000	40%	\$0
200326	Justice Facility Project Phase II	2008	\$14,325,000	0%	See Sheriff
200416	Courthouse Boiler Replacement	2008	678,000	0%	TBD
2003073 rd	Floor Courthouse Fireproofing	2008	\$280,000	0%	\$0
200407	Hwy Ops Center Storage Building	2008	\$250,000	0%	Minimal

(a) On-going operational costs funded by State UW-System

Building Improvement Plan

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance and repairs and develop a five-year funding plan.



Performance Measures

Complete 95% of the Planned Projects.

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
87%	90%	95%	95%	5%

Staffing (FTE)

0.45	0.45	0.45	0.45	0.00
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Personnel Costs	\$19,537	\$34,767	\$34,392	\$36,827	\$2,060
Operating Expenses	\$230,400	\$370,600	\$544,500	\$298,750	(\$71,850)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$163,990	\$327,000	\$337,600	\$405,000	\$78,000
Total Expenditures:	\$413,927	\$732,367	\$916,492	\$740,577	\$8,210
Other Revenue	\$0	\$159,000	\$161,555	\$80,000	(\$79,000)
Total Revenues:	\$0	\$159,000	\$161,555	\$80,000	(\$79,000)
Tax Levy	\$413,927	\$573,367	\$754,937	\$660,577	\$87,210

Program Highlights

Staffing levels for this program continue at the same levels as 2003. Projects in the plan are identified by the Public Works staff as necessary improvements to buildings, are requested by other County employees as improvements to their work areas, or have been designated and scheduled per the LAW study conducted in 1999. Fund balance revenues of \$80,000 are proposed in 2004, as compared to \$159,000 in 2003, to offset the costs of projects. This funding is not expected to continue in 2005.



Activity

Activity	2002 Actual	2003 Budget	2003 Estimate (a)	2004 Budget	Budget Change
Number of Projects	58	50	58	42	(8)
Total Value	\$393,776	\$697,600	\$864,289	\$703,750	\$6,150

(a) Includes carryover projects and funds.

Five Year Maintenance Plan by Function	2003 Budget	2004 Budget	2005 Plan	2006 Plan	2007 Plan	2008 Plan
Justice & Law Enforcement	\$246,100	\$239,000	\$219,500	\$231,000	\$397,464	\$128,200
Health & Human Services	\$236,600	\$240,350	\$253,200	\$185,650	\$77,108	\$154,280
Parks, Educ, & Land Use	\$106,000	\$70,000	\$95,000	\$141,800	\$126,000	\$197,500
Public Works	\$43,900	\$12,400	\$68,700	\$33,400	\$32,300	\$67,812
General Administration	\$65,000	\$142,000	\$119,000	\$100,000	\$100,000	\$190,000
Total Plan	\$697,600	\$703,750	\$755,400	\$691,850	\$732,872	\$737,792

Energy Consumption

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.20	0.10
Personnel Costs	\$9,700	\$10,686	\$10,057	\$18,433	\$7,747
Operating Expenses	\$1,183,970	\$1,264,730	\$1,250,170	\$1,336,868	\$72,138
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,193,670	\$1,275,416	\$1,260,227	\$1,355,301	\$79,885
Charges for Services	\$450,796	\$237,831	\$237,831	\$237,719	(\$112)
Total Revenues:	\$450,796	\$237,831	\$237,831	\$237,719	(\$112)
Tax Levy	\$742,874	\$1,037,585	\$1,022,396	\$1,117,582	\$79,997

Program Highlights

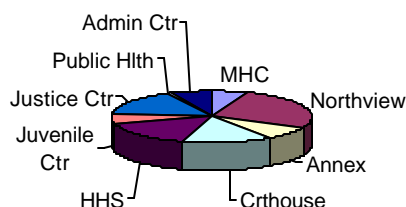
Personnel costs include an additional 0.10 FTE Building Operations Supervisors' time shifted to this program area to more correctly reflect personnel time allocations. Utility expenses are expected to increase from the 2003 budget base by an average of 5.7%. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets are adjusted accordingly.

Activity

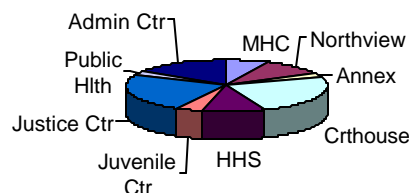
Utility Source

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Electricity (Kilowatt-Hrs)	12,074,318	12,000,000	12,000,000	12,000,000	0
Natural Gas (Therms)	646,256	625,000	625,000	625,000	0
Water/Sewer (Gallons)	36,533,900	37,000,000	37,000,000	37,000,000	0

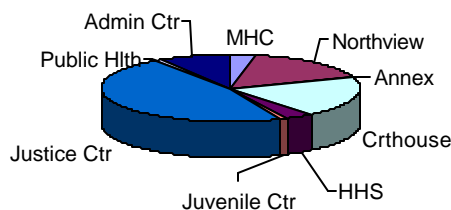
2002 Therms by Location



2002 KWH by Location



2002 Gallons by Location



Contracted Services Management
Program Description

Schedule and monitor contracted maintenance services to track the condition of the equipment. Services include elevators, fire alarms, sprinkler systems, security services, waste disposal services, and high technology equipment maintenance including security cameras and cell doors at the Justice Center. Identify new areas where service contracts would be cost beneficial.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.40	0.20
Personnel Costs	\$18,396	\$21,368	\$20,115	\$36,868	\$15,500
Operating Expenses	\$360,371	\$400,725	\$403,000	\$373,200	(\$27,525)
Interdept. Charges	\$91,132	\$122,702	\$122,702	\$146,812	\$24,110
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$469,899	\$544,795	\$545,817	\$556,880	\$12,085
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$469,899	\$544,795	\$545,817	\$556,880	\$12,085

**Program Highlights**

Personnel costs include an additional 0.20 FTE Building Operations Supervisors' time shifted to this program area to more correctly reflect personnel time allocations. Staff is responsible for the administration of contracts required for the operations of the building systems. The service contract budget is showing a decrease from the 2003 budget; however, the 2004 budget amount represents an annual increase of 3% from the 2002 actual expenses. Interdepartmental charges include insurance charges of almost \$81,800, security services budgeted at \$60,200, and telephone expenses for some of the building systems budgeted at \$4,800. Security services are enhanced at the Administration Building and the Courthouse.

Building Maintenance & Services

Program Description

Perform daily preventative maintenance inspections and repairs to the buildings and their systems. This division is also responsible for maintaining the interior aesthetics of the buildings, including painting walls, cleaning/repairing wallpaper, replacing worn signs, and replacing light bulbs. Other services include the set up of meeting rooms, moving furniture, and other services as requested. This program area is the main contact with our departmental customers for all building maintenance needs.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Customer Satisfaction Rating (Goal = 3.50)					
Service Quality	N/A	3.50	3.89	3.50	0.00
Building Security	N/A	3.50	3.56	3.50	0.00
Processes & Procedures	N/A	3.50	3.88	3.50	0.00
Gen'l Staff Services	N/A	3.50	4.23	3.50	0.00

5.00 = Perfect Score
 4.50 = Excellent performance
 4.00 = Very Good performance
 3.50 = Good performance
 3.00 = Satisfactory

Staffing (FTE)	24.01	22.92	22.92	22.30	(0.62)
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Personnel Costs	\$1,213,670	\$1,149,658	\$1,157,378	\$1,193,941	\$44,283
Operating Expenses	\$620,867	\$623,344	\$625,400	\$605,400	(\$17,944)
Interdept. Charges	\$53,659	\$51,122	\$46,446	\$53,462	\$2,340
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,888,196	\$1,824,124	\$1,829,224	\$1,852,803	\$28,679
Interdepartmental	\$304,586	\$329,425	\$329,425	\$359,965	\$30,540
Other Revenue	\$355	\$0	\$100	\$0	\$0
Total Revenues:	\$304,941	\$329,425	\$329,525	\$359,965	\$30,540
Tax Levy	\$1,583,255	\$1,494,699	\$1,499,699	\$1,492,838	(\$1,861)



Program Highlights

Personnel costs have been reallocated in this program area. 0.30 FTE Building Operations Supervisor has been shifted out of this program and 0.05 FTE Building Operations Manager has been shifted into this program. This reallocation of time more accurately reflects the staff time spent in this program. Overtime is expected to decrease from the 2003 budget. Operating expenses reflect historical use of materials and supplies required to maintain the County buildings. Decreases in operating expenses are due to the shift of contracted services funds to the Contract Services Management program budget and due to a reduction in funding for outside architectural and engineering services. Revenues reflect the cross charge to the Mental Health Center for the maintenance of the building.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Service Requests Received	2,170	1,600	3,000	3,000	1,400
Work Orders Issued	4,806	4,700	5,000	5,000	300
Maintenance Hrs Available	33,000	31,000	31,000	31,000	0
Buildings Maintained	118	117	117	117	0

Housekeeping Services

Program Description

Responsible for maintaining a clean work atmosphere in portions or all areas of the Courthouse, Human Services Center, Northview, Justice Center, Juvenile Center and Public Health Center. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need.

Performance Measures



	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<u>Customer Satisfaction Rating (Goal=3.50)</u>					
In House Services	4.30	3.50	3.80	3.50	0.00
Contract Cleaning	2.90	3.50	3.49	3.50	0.00

In-House Services

Staffing (FTE)	26.80	25.94	25.94	25.78	(0.16)
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Personnel Costs	\$989,327	\$1,077,175	\$1,068,261	\$1,114,852	\$37,677
Operating Expenses	\$80,335	\$92,075	\$89,750	\$85,729	(\$6,346)
Interdept. Charges	\$120	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,069,782	\$1,169,250	\$1,158,011	\$1,200,581	\$31,331
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,069,782	\$1,169,250	\$1,158,011	\$1,200,581	\$31,331

Contract Cleaning

Staffing (FTE)	0.40	0.40	0.40	0.40	0.00
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Personnel Costs	\$20,795	\$22,503	\$22,572	\$23,822	\$1,319
Operating Expenses	\$223,749	\$259,500	\$259,500	\$314,104	\$54,604
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$244,544	\$282,003	\$282,072	\$337,926	\$55,923
Interdepartmental	\$95,500	\$86,800	\$86,800	\$93,904	\$7,104
Total Revenues:	\$95,500	\$86,800	\$86,800	\$93,904	\$7,104
Tax Levy	\$149,044	\$195,203	\$195,272	\$244,022	\$48,819

Housekeeping Services (cont.)

**Program Highlights**

Personnel Costs reflect 0.10 FTE of the Building Operations Manager being shifted out of this program area to more accurately reflect time spent in this program. Overtime is being reduced slightly based on historical usage. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns. Contracted cleaning services, budgeted at \$296,400 are used to clean the Mental Health Center, the Administration Center and the Highway Operations buildings. The current, three-year contract expires at the end of 2003. It is anticipated that the cost for this service will increase approximately \$50,000 from the 2003 budget base. The Mental Health Center expects to manage a lower increase within their operating budget constraints. Revenues in the program reflect recovery of Mental Health Center costs through the Mental Health Center budget.

**Activity****Buildings Cleaned within this budget**

<u>In-House</u>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Buildings Cleaned Daily	7	6	6	6	0

Floor Area Cleaned Daily	373,400	341,800	341,800	341,800	0
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Considers Courthouse, H&HS Center, Juvenile Center, Public Health Center, Justice Center and Northview. Includes SEWRPC leaving in 2002 and Annex building sold in 2003.

Contract Cleaning

Buildings Cleaned Daily	2	6	6	6	0
Floor Area Cleaned Daily	213,565	234,565	234,565	234,565	0

Includes Administration Center, Mental Health Center, Highway Operations Center and three highway substations

Engineering Services

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<u>Bridge Conditions</u>					
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0	0.0
Sufficiency Index: Actuals	82.5	82.7	85.7	86.0	3.3
Number of Bridges	52	52	52	52	0.0
<u>Pavement Condition Index</u>					
PCI—Benchmark	70.0	70.0	70.0	70.0	0.0
PCI—Actual					
Asphalt—primary	76	72	76	75	3.0
Asphalt—secondary	72	68	72	71	3.0
Asphalt—tertiary	76	74	76	75	1.0
PCI -- Concrete	45	39	44	43	4.0

Staffing (FTE)	7.41	7.45	7.45	7.18	(0.27)
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Personnel Costs	\$440,439	\$491,706	\$477,681	\$479,344	(\$12,362)
Operating Expenses	\$72,116	\$57,300	\$87,900	\$29,400	(\$27,900)
Interdept. Charges	\$4,636	\$5,290	\$5,102	\$5,630	\$340
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$517,191	\$554,296	\$570,683	\$514,374	(\$39,922)
General Government	\$363,452	\$363,452	\$363,452	\$363,452	\$0
Other Revenue	\$2,350	\$0	\$0	\$0	\$0
Total Revenues:	\$365,802	\$363,452	\$363,452	\$363,452	\$0
Tax Levy	\$151,389	\$190,844	\$207,231	\$150,922	(\$39,922)



Program Highlights

Personnel costs reflect the reduction of one summer student intern and the shift of overtime costs to the Permit Services program to more accurately reflect the true overtime costs. This budget includes funding for 0.92 FTE student interns during the summer months and 1.0 FTE co-op students throughout the year. Operating costs are being reduced due to the completion of the asset management database contract. Internal staff will now conduct bridge inspections, which have previously been conducted through an outside contract. State Highway Transportation Aids are anticipated to remain at the 2003 base levels.

General Fund

Public Works

Program

Engineering Services (Cont.)

					2003	
Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Est. % Compl. Yr End	Est. Operating Impact
	On-going Program Projects	For 2004				
9131	Bridge Aid Program	\$150,000	\$150,000	\$0	N/A	\$0
9715	Repaving Program	\$2,090,000	\$2,090,000	\$600,000	N/A	\$0
9817	Culvert Replacement Program	\$100,000	\$100,000	\$0	N/A	\$0
200427	Signal/Safety Improvements	Place named-see 200424 & 200423		\$0	N/A	\$0
	To be Completed in 2004					
9706	CTH L, CTH O-124 th St.	\$11,321,000	\$11,321,000	\$0	30%	\$23,000
9711	CTH L, Box Culvert	\$352,000	\$352,000	\$0	40%	\$0
9815	CTH P, Road T - Road P, Rehab	\$2,485,000	\$2,485,000	\$0	20%	Reduced
9810	CTH X, Genesee Creek Bridge	\$552,000	\$205,000	\$347,000	50%	Reduced
9901	CTH J, Rockwood Dr – STH 190	\$12,610,000	\$5,069,000	\$9,493,000	30%	\$20,000
9908	CTH I, Little Muskego Creek Bridge	\$774,000	\$774,000	\$0	30%	Reduced
200007	CTH LO, Jericho Creek Bridge	\$332,000	\$332,000	\$0	30%	Reduced
200008	CTH E, Oconomowoc River Bridge	\$584,000	\$509,000	\$75,000	20%	Reduced
200421	CTH TT, Northview Rd Intersection	\$400,000	\$0	\$400,000	0%	\$5,000
200422	CTH C, Main St – Bark River Bridge	\$100,00	\$100,000	\$0	0%	Reduced
200423	CTH K, CTH V Intersection & Signals	\$490,000	\$490,000	\$0	0%	\$5,000
200424	CTH T, CTH SS Signals	\$259,000	\$259,000	\$0	0%	\$5,000
	To be Completed in 2006					
9115	CTH Q, Colgate – STH 175	\$11,944,000	\$11,944,000	\$0	10%	\$36,700
	To be Completed in 2007					
200104	CTH O, CTH I to STH 59	\$5,715,000	\$5,715,000	\$0	0%	\$15,000
200202	CTH H, I43 Fox River Bridge	\$230,000	\$230,000	\$0	0%	Reduced
200420	CTH SR, Fox River Bridge & Approaches	\$754,000	\$288,000	\$466,000	0%	Reduced
	To be Completed in or beyond 2008					
9707	CTH VV, CTH Y-Bette Rd	\$13,582,000	\$13,582,000	\$0	0%	\$29,000
9903	CTH Y, I-43 to CTH I	\$13,039,000	\$13,039,000	\$0	0%	\$48,000
9904	CTH X,STH 59-Harris Highlands	\$12,333,000	\$3,485,000	\$8,848,000	0%	\$18,000
200009	CTH TT, USH 18 – Northview	\$3,345,000	\$3,345,000	\$0	0%	\$9,000
200011	CTH L, CTH Y-CTH O	\$22,597,000	\$22,597,000	\$0	0%	\$23,000
200425	CTH I, CTH ES – CTH O	\$3,284,000	\$3,284,000	\$0	0%	\$16,500

Traffic Control

Program Description

Provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	5.65	5.70	5.70	5.70	0.00
Personnel Costs	\$294,814	\$315,931	\$319,160	\$339,652	\$23,721
Operating Expenses	\$340,430	\$362,620	\$379,145	\$366,650	\$4,030
Interdept. Charges	\$707	\$581	\$1,000	\$1,000	\$419
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$635,951	\$679,132	\$699,305	\$707,302	\$28,170
General Government	\$381,327	\$381,327	\$381,327	\$381,327	\$0
Other Revenue	\$1,514	\$15,000	\$15,000	\$15,000	\$0
Total Revenues:	\$382,841	\$396,327	\$396,327	\$396,327	\$0
Tax Levy	\$253,110	\$282,805	\$302,978	\$310,975	\$28,170

**Program Highlights**

Staffing levels are remaining stable from 2003 to 2004. The budget includes \$138,000 for electricity costs, an increase of \$18,000, which reflects the cost of additional signals and increased costs. Signal maintenance costs are budgeted at \$58,000. These funds include the cost of cabinet maintenance and Digger's Hotline charges. Signage is budgeted at \$65,000 and pavement-marking materials are budgeted at \$93,000. One additional barcode scanner is being requested in 2004 to complete the equipment purchases to fully implement the sign database project. Revenues include reimbursements for signal knockdowns and State Highway Transportation Aids. Both revenues are anticipated to remain at the 2003 base levels.

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Traffic Signals	63	65	72	77	12
Avg annual maint cost for one traffic signal	\$4,803	\$4,150	\$4,201	\$3,806	(344)

Permit Processing

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	2.20	2.20	2.20	2.04	(0.16)
Personnel Costs	\$139,261	\$144,314	\$134,683	\$134,256	(\$10,058)
Operating Expenses	\$0	\$1,300	\$0	\$0	(\$1,300)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$139,261	\$145,614	\$134,683	\$134,256	(\$11,358)
Fines/Licenses	\$100,730	\$110,000	\$114,000	\$135,000	\$25,000
Total Revenues:	\$100,730	\$110,000	\$114,000	\$135,000	\$25,000
Tax Levy	\$38,531	\$35,614	\$20,683	(\$744)	(\$36,358)



Program Highlights

Personnel costs reflect the shift of 0.20 FTE Clerk Typist II from this program area to the Administration program area. This change is the result of workload shifts due to the complete implementation of the permit database program in 2003. Permit fees will be increasing in 2003 to a rate that more accurately reflects the true cost of issuing a permit.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Driveway & Miscellaneous					
Permits Processed	123	110	140	140	30
Utility Permits Processed	374	370	425	400	30

Communication Center

Program Description

Responsible for start-up of new Communication Center in 2003. The 2004 operations budget for Communication Center is included under the Justice and Public Safety Area while continuing to be part of the Department of Public Works.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)					
Personnel Costs	\$0	\$0	\$114,208	\$0	\$0
Operating Expenses	\$0	\$127,592	\$13,300	\$0	(\$127,592)
Interdept. Charges	\$0	\$69,136	\$68,536	\$0	(\$69,136)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$0	\$196,728	\$196,044	\$0	(\$196,728)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$196,728	\$196,044	\$0	(\$196,728)

Administrative Services

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2002 Actual	2003 Budget*	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	6.32	6.31	6.31	6.51	0.20
Personnel Costs	\$448,009	\$458,240	\$451,924	\$483,366	\$25,126
Operating Expenses	\$37,994	\$34,600	\$37,700	\$35,750	\$1,150
Interdept. Charges	\$60,583	\$77,363	\$74,357	\$77,218	(\$145)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$546,586	\$570,203	\$563,981	\$596,334	\$26,131
General Government	\$16,373	\$0	\$0	\$16,500	\$16,500
Other Revenue	\$1,762	\$2,000	\$2,000	\$2,000	\$0
Total Revenues:	\$18,135	\$2,000	\$2,000	\$18,500	\$16,500
Tax Levy	\$528,451	\$568,203	\$561,981	\$577,834	\$9,631

* The 2003 Budget is restated for comparative purposes to reflect \$225,000 tax levy and expenditure to the Waukesha County Historical Society transferred from the Public Works – General Fund budget to Non-departmental-General Fund.



Program Highlights

Other than a shift of 0.20 FTE Clerk Typist II from Permit Processing to Administration to more accurately reflect work assignments, personnel costs represent stable staffing levels from 2003 to 2004. Operating expenses are decreasing due to shifting the funding of a \$225,000 building-operating grant to the Historical Society to the Non-Departmental budget in 2004. General Governmental Revenues are increasing due to the every other year nature of receiving reimbursement for the administration of the Local Road Improvement Program.

Transportation**Public Works****Fund Purpose/
Summary****Fund Purpose**

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Transportation Fund						
Personnel Costs	\$3,891,155	\$4,142,064	\$4,063,015	\$4,338,724	\$196,660	4.7%
Operating Expenses	\$5,135,054	\$4,562,662	\$2,791,266	\$1,993,689	(\$2,568,973)	-56.3%
Interdept. Charges	\$3,713,582	\$3,763,266	\$2,697,621	\$2,695,670	(\$1,067,596)	-28.4%
Fixed Assets	\$10,378	\$49,000	\$45,000	\$15,000	(\$34,000)	-69.4%
Total Expenditures	\$12,750,169	\$12,516,992	\$9,596,902	\$9,043,083	(\$3,473,909)	-27.8%
General Government	\$9,715,644	\$9,808,623	\$7,964,140	\$7,369,596	(\$2,439,027)	-24.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$169,219	\$110,000	\$125,000	\$140,000	\$30,000	27.3%
Interdepartmental	\$1,537,759	\$1,360,332	\$280,887	\$280,875	(\$1,079,457)	-79.4%
Other Revenue	\$45,858	\$6,100	\$7,050	\$7,050	\$950	15.6%
Total Revenues	\$11,468,480	\$11,285,055	\$8,377,077	\$7,797,521	(\$3,487,534)	-30.9%
Tax Levy (a)	\$1,281,689	\$1,231,937	\$1,219,825	\$1,245,562	\$13,625	1.1%
Position Summary (FTE)						
Regular Positions	72.10	71.10	71.10	70.10	(1.00)	
Extra Help	0.00	0.00	0.00	0.92	0.92	
Overtime	3.25	3.07	3.11	2.67	(0.40)	
Total	75.35	74.17	74.17	73.69	(0.48)	

(a) Amount shown for 2002 Actuals is actual expenditures minus actual revenues. 2002 adopted Tax Levy was \$1,214,696.

County Operations

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.



Performance Measures

	Actual 2002	2003 Benchmark	2004 Benchmark
Avg Safety Incentive Rating	96.16%	> 91.0%	> 92.0%
Sick Hrs vs. Total Hrs	3.02%	< 3.0%	< 2.8%
Customer Satisfaction	100.00%	> 92.0%	> 94.0%
Training Hrs per Employee	19.02 hrs	> 14 hrs	> 16 hrs

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	45.05	45.92	45.92	45.98	0.06

Personnel Costs	\$2,470,525	\$2,502,115	\$2,535,465	\$2,732,680	\$230,565
Operating Expenses	\$1,055,227	\$987,340	\$925,720	\$957,108	(\$30,232)
Interdept. Charges	\$2,177,566	\$2,391,219	\$1,208,519	\$1,240,004	(\$1,151,215)
Fixed Assets	\$10,378	\$49,000	\$45,000	\$15,000	(\$34,000)
Total Expenditures:	\$5,713,696	\$5,929,674	\$4,714,704	\$4,944,792	(\$984,882)
General Government	\$4,007,985	\$4,007,986	\$4,007,986	\$4,007,986	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$169,219	\$110,000	\$125,000	\$140,000	\$30,000
Interdepartmental	\$1,537,759	\$1,360,332	\$280,887	\$280,875	(\$1,079,457)
Other Revenue	\$45,858	\$6,100	\$7,050	\$7,050	\$950
Total Revenues:	\$5,760,821	\$5,484,418	\$4,420,923	\$4,435,911	(\$1,048,507)
Tax Levy	(\$47,125)	\$445,256	\$293,781	\$508,881	\$63,625



Program Highlights

Personnel costs are projected to increase over 10% from the 2003 budget. This is partly due the continuing trend of reduced State reimbursements for personnel costs resulting in a change of the total allocation of personnel costs from 60% in 2003 to 64% in 2004. In addition, increases also result from a change in the labor contract, which includes for the first time Disability Insurance pay and Post Employment Health Plan pay beginning in 2003. Health Insurance costs are projected to be increasing by over 9% from 2003. The 2004 budget includes funding for extra help to hire summer students to help with the maintenance of the rapidly increasing amount of medians on the County Trunk Highway System.

 County Operations (cont.)

Interdepartmental Charges are decreasing substantially due to a change in accounting for State use of equipment. In the past, the County Highway program received revenue and an offsetting expense that was directly related to the amount of revenue the State paid for equipment use. The auditors determined this procedure resulted in doubling the actual expense of equipment costs. Their recommendation was to net the State equipment costs against the County costs resulting in showing only the true, total costs of equipment. Therefore, the interdepartmental charges for vehicle fuel, repair/maintenance and replacement charges are decreasing from the 2003 budget. Offsetting this reduction in expenditures is an equal reduction in State equipment cross charge revenue.

State Highway Aids are unchanged from the 2003 budgeted levels of \$4,007,986. Charges for Services, which are primarily revenues related to pavement marking services and for salt and sand mix sales to municipalities, are increasing based on actual history and due to a surcharge on salt sales started in 2002 resulting in additional revenues.

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Centerline miles of road maintained -- County	387	385	386	390	5
Centerline miles of road maintained -- Other	150	160	160	160	0
County Lane Miles Crackfilled	34	35	20	30	(5)
Crackfilling 2 lane highways*	\$2,100.00	\$2,119.43	\$2,200.00	\$2,300.00	\$180.57
Center line striping*	\$225.00	\$230.74	\$240.00	\$250.00	\$19.26
Mowing—1 linear mile	\$150.00	\$160.00	\$165.00	\$175.00	\$15.00
Avg Annual maint 1 lane mile	\$4,917	\$5,163	\$5,163	\$5,421	\$258

* Cost per mile

State Highway Operations

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	29.20	28.15	28.15	27.61	(0.54)
Personnel Costs	\$1,396,346	\$1,630,012	\$1,517,574	\$1,595,491	(\$34,521)
Operating Expenses	\$438,142	\$207,800	\$242,750	\$244,050	\$36,250
Interdept. Charges	\$1,519,829	\$1,357,959	\$1,475,014	\$1,440,183	\$82,224
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$3,354,317	\$3,195,771	\$3,235,338	\$3,279,724	\$83,953
General Government	\$3,366,304	\$3,195,771	\$3,245,656	\$3,279,724	\$83,953
Total Revenues:	\$3,366,304	\$3,195,771	\$3,245,656	\$3,279,724	\$83,953
Tax Levy (a)	(\$11,987)	\$0	(\$10,318)	\$0	\$0

(a) Amount shown for 2002 Actuals is actual expenditures minus actual revenues.



Program Highlights

The State Highway Maintenance program of the budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State. Personnel Costs reflect abolishing one Patrol Worker position in 2004. This is the result of steadily declining reimbursements from the State for personnel costs. County levy can no longer support the funding of this position. The 2004 budget includes funding for extra help to hire summer students to help with the maintenance of the rapidly increasing amount of medians on the State Trunk Highway System. Reimbursement revenues are based on historical actuals and are anticipated to increase about 2% from the 2003 budgeted levels.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Centerline miles of road maintained	241	245	245	245	0
Centerline miles of road striped	100	120	130	130	10
Lane miles maintained	850	850	870	880	30

Source: WisDOT

Transit Services

Program Description

Through contracts with the private sector, this program provides fixed route and commuter bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System operates predominately rapid and express routes, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and UWM.

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Paratransit services serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.10	0.00
Personnel Costs	\$24,284	\$9,937	\$9,976	\$10,553	\$616
Operating Expenses	\$3,641,301	\$3,367,522	\$1,622,796	\$792,531	(\$2,574,991)
Interdept. Charges	\$16,187	\$14,088	\$14,088	\$15,483	\$1,395
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$3,681,772	\$3,391,547	\$1,646,860	\$818,567	(\$2,572,980)
General Government	\$2,341,355	\$2,604,866	\$710,498	\$81,886	(\$2,522,980)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$2,341,355	\$2,604,866	\$710,498	\$81,886	(\$2,522,980)
Tax Levy (a)	\$1,340,417	\$786,681	\$936,362	\$736,681	(\$50,000)

**Program Highlights**

The Waukesha County Transit program is administered by Waukesha Metro Transit through a contract with the City of Waukesha. Funding from State and Federal sources will be directly received and paid to vendors by the Waukesha Metro. The 2004 budget proposes service reductions on some routes and the elimination of portions of routes 9 and 106 that were Job Access & Reverse Commute (JARC) funded. Congestion Mitigation Air Quality (CMAQ) funding is being proposed for a new route providing service from downtown Waukesha to the business parks located north of I-94 on both sides of CTH J. The current contracts for routes expire at the end of 2003, therefore Waukesha Metro will be sending our requests for proposals in the 3rd quarter of 2003 and have proposals evaluated by the end of the 3rd quarter of 2003. New contracts will become effective January 2004. The 2004 budget proposes abolishing the currently unfunded Transit Coordinator position. 0.10 FTE of the Business Manager's position remains funded in this budget. In addition, Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corners, CTH G, and Pilgrim Road.

**Activity**

Route Information:	
901 -	Weekday service between City of Waukesha and downtown Milwaukee and UWM, includes Paratransit services
904 -	Weekday service between Oconomowoc and downtown Milwaukee
905 -	Weekday service between Oconomowoc and downtown Milwaukee
906 -	Weekday service between Mukwonago and Milwaukee via I-43
9 -	Weekday service to Menomonee Falls and Butler
10 -	Brookfield Square Extension
11 -	Downtown Waukesha to Business Parks North of I94 in Pewaukee
218 -	New Berlin Industrial Park Shuttle
79 -	Weekday Menomonee Falls to downtown Milwaukee
106 -	Weekday service to Menomonee Falls Industrial Park
1 -	Waukesha Metro to Brookfield Square
6 -	Quad Graphics route West Allis/New Berlin
8 -	Quad Graphics route Sussex/Pewaukee

Ridership				
Route	2002 Actual	2003 Budget	2003 Estimate	2004 Budget
1	102,010	96,200	91,330	91,350
6	6,448	9,000	5,376	5,300
8	21,757	18,500	7,793	7,800
9	27,920	36,000	17,582	17,500
10	162,724	215,000	151,454	151,500
79	46,158	42,000	47,299	47,500
106	6,578	15,000	5,393	5,300
218	N/A	21,000	17,501	17,500
901	167,756	190,000	172,944	165,500
904	N/A	N/A	-	14,000
905	67,314	68,000	73,872	60,000
906	29,701	28,000	34,958	35,000
Total	638,366	738,700	625,502	618,250

Central Fleet Fund

Public Works

Fund Purpose/ Summary

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a data base of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration--Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Central Fleet Fund						
Personnel Costs	\$979,835	\$1,072,965	\$1,049,340	\$1,125,991	\$53,026	4.9%
Operating Expenses	\$1,312,298	\$1,486,284	\$1,519,667	\$1,529,015	\$42,731	2.9%
Interdept. Charges	\$34,151	\$41,260	\$40,290	\$45,180	\$3,920	9.5%
Fixed Assets (Memo)(a)	(\$22,310)	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,326,284	\$2,600,509	\$2,609,297	\$2,700,186	\$99,677	3.8%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$42,043	\$132,500	\$122,388	\$80,345	191.1%
Interdepartmental (b)	\$2,147,456	\$2,450,283	\$2,445,000	\$2,464,715	\$14,432	0.6%
Other Revenue (c)	\$174,499	\$111,083	\$113,483	\$113,083	\$2,000	1.8%
Total Revenues	\$2,321,955	\$2,603,409	\$2,690,983	\$2,700,186	\$96,777	3.7%
Oper.Inc/(Loss)	(\$4,329)	\$2,900	\$81,686	\$0	(\$2,900)	
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	18.00	18.00	18.00	18.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.06	0.06	0.06	0.05	(0.01)	
Total	18.06	18.06	18.06	18.06	(0.01)	

- (a) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.
- (b) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.
- (c) Includes Central Fleet fund balance appropriation \$101,083 in 2003 and 2004 for the facility.

Departmental Objectives

1. Working with other County departments, identify specialized equipment and develop a utilization plan to avoid costly duplication of equipment ownership. (Task 1.3.b)
2. Provide customers real-time fleet maintenance report writing capabilities and training that are user friendly and tailored to their needs. (Task 2.1.c)
3. Develop and execute a plan to cross train staff and incorporate newly hired support staff into the team. (Task 1.2.b)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. By July 2003, integrate upgraded parts/labor scanner technology into operations. (Goal 2.2.d)
2. Increased revenues from external customers by over 200% from 2001 to 2002.

Repair & Maintenance**Program Description**

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.



Performance Measures			2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total Work Orders			6,841	7,100	7,100	7,100	0
Internal	Customer	Work	6,614	6,900	6,900	6,900	0
Orders							
External	Customer	Work	227	200	400	400	200
Orders							
Total Int. Cust. Rep./Maint. Revenues			\$1,601,474	\$1,748,268	\$1,750,000	\$1,747,840	(\$428)
Total Ext Cust. Rep./Maint. Revenues			\$129,885	\$37,043	\$130,000	\$117,388	\$80,345
Total External Customers			3	3	3	3	0
Total PM's vs. Repairs			30.3% PM's		36%		
Total Direct Warranty Work Completed by Internal Staff			\$6,140		\$9,324		
Marked Squad Basic PM Costs			\$29.93		\$32.04		
			<u>Benchmark</u>		<u>Actual</u>		
Customer Satisfaction			85%		91%		
Vehicle Comebacks			2%		.01%		
Marked Squad A PM			.50 hours		.48 hours		
Outfront Mower PM			2.00 hours		2.10 hours		
Patrol Truck Availability			93%		91%		

Repair & Maintenance (continued)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	17.71	17.71	17.71	17.70	(0.01)
Personnel Costs	\$960,411	\$1,051,607	\$1,027,459	\$1,103,434	\$51,827
Operating Expenses	\$825,254	\$838,616	\$881,377	\$865,772	\$27,156
Interdept. Charges	\$33,437	\$40,910	\$39,590	\$44,410	\$3,500
Fixed Assets (Memo)(a)	(\$22,310)	\$0	\$0	\$0	\$0
Total Expenditures	\$1,819,102	\$1,931,133	\$1,948,426	\$2,013,616	\$82,483
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$37,043	\$130,000	\$117,388	\$80,345
Interdepartmental (b)	\$1,623,474	\$1,773,268	\$1,775,000	\$1,777,840	\$4,572
Other Revenue (c)	\$174,499	\$111,083	\$113,483	\$113,083	\$2,000
Total Revenues	\$1,797,973	\$1,921,394	\$2,018,483	\$2,008,311	\$86,917
Operating Income/(Loss)	(\$21,129)	(\$9,739)	\$70,057	(\$5,305)	\$4,434
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

(b) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.

(c) Includes Central Fleet fund balance appropriation of \$101,083 in 2003 and 2004 for the facility.



Program Highlights

Other than a slight decrease in projected overtime, staffing is remaining stable from 2003 to 2004. Personnel costs are increasing at a rate of about 4% for salaries and at about 7% for benefits. The primary reasons for the increase in Operating Expenses are due to the cost of parts and the cost of commercial services used for repairs and maintenance. These cost projections are based on a three-year history of vehicle repairs and maintenance. Workers Compensation costs and Vehicle Liability costs are increasing over \$4,500. These costs are based on a five-year loss average.

2004 Central Fleet Rates are as follows:

Heavy labor rate:	\$71.25, 2.6% increase from 2003
Light labor rate:	\$59.50, 2.6% increase from 2003
Service rate:	\$65.50, 2.8% increase from 2003
Parts markup:	15%, 0% increase from 2003
Commercial markup:	15%, 1% increase from 2003

Central Fueling
Program Description

Provides a county-wide fuel dispensing system, providing fuel to all county vehicles. Also provides compressed natural gas fuel to county customers and external customers.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
Personnel Costs	\$19,424	\$21,358	\$21,881	\$22,557	\$1,199
Operating Expenses	\$487,044	\$647,668	\$638,290	\$663,243	\$15,575
Interdept. Charges	\$714	\$350	\$700	\$770	\$420
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$507,182	\$669,376	\$660,871	\$686,570	\$17,194
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$5,000	\$2,500	\$5,000	\$0
Interdepartmental	\$523,982	\$677,015	\$670,000	\$686,875	\$9,860
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$523,982	\$682,015	\$672,500	\$691,875	\$9,860
Operating Income/(Loss)	\$16,800	\$12,639	\$11,629	\$5,305	(\$7,334)
Tax Levy	\$0	\$0	\$0	\$0	\$0

**Program Highlights**

The major program change within the Central Fueling operation is within the area of equipment repair and maintenance. Due to the addition of 12 more fuel sites in 2001, costs to maintain and repair the pumps have steadily increased. Budgeted expenses are increasing from \$15,000 in 2003 to \$20,000 in 2004. In addition, the depreciation on the 2000 fuel capital project has increased almost \$5,000 due to a change in the useful life from 20 years to 15 years. Fuel costs have been budgeted at \$1.50 per gallon, consistent with the 2003 budget. Usage is estimated to increase slightly, based on a three-year history.

2004 Central Fleet rates are as follows:

Fuel markup: \$0.19 per gallon, \$0.01 increase from 2003

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Fuel Sites maintained	17	17	18	18	1
Gallons sold	408,971	402,985	407,000	406,435	3,450
CNG gallons sold	2,740	5,000	2,700	5,000	0
External CNG customers	4	5	4	4	(1)

Vehicle Replacement Fund

Public Works

Mission/ Summary

Mission

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of \$7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Vehicle Replacement Fund						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$1,736,562	\$1,742,658	\$1,716,658	\$1,815,318	\$72,660	4.2%
Interdept. Charges	\$83,746	\$85,280	\$85,280	\$85,329	\$49	0.1%
Fixed Assets (Memo)(a)	\$0	\$1,526,600	\$1,246,777	\$2,769,469	\$1,242,869	81.4%
Total Expenditures (a)	\$1,820,308	\$1,827,938	\$1,801,938	\$1,900,647	\$72,709	4.0%
General Government	\$23,894	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (b)	\$1,623,681	\$1,604,180	\$1,578,341	\$1,584,407	(\$19,773)	-1.2%
Other Revenue (c)	\$304,809	\$235,000	\$225,000	\$364,500	\$129,500	55.1%
Total Revenues	\$1,952,384	\$1,839,180	\$1,803,341	\$1,948,907	\$109,727	6.0%
Net Income/ (Loss)(a)	\$132,076	\$11,242	\$1,403	\$48,260	\$37,018	329.3%
Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A

(a) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchases will be funded by operating revenues and existing fund balance and are included in the department's fixed asset request.

(b) Interdepartmental revenues are replacement charges to departmental users, which may be funded by a combination of sources including tax levy.

(c) Includes revenues from vehicle and equipment sales. Investment income is accounted for in the fund and is used for increasing future replacement costs, but is not budgeted.

Position Summary (FTE)

No positions are budgeted in this fund.

Departmental Objectives

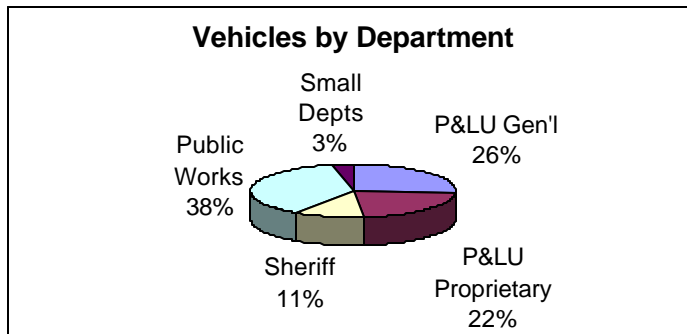
1. By end of second quarter 2004, a Vehicle Replacement Advisory Committee, consisting of representatives from Public Works, Parks and Land Use, Purchasing Division, Accounting Division and Central Fleet Division, will review and make recommendations on the 2005 to 2009 replacement plan.
2. By end of second quarter 2004, Vehicle Replacement Advisory Committee will review established replacement criteria and make changes where appropriate.
3. By the end of the first quarter 2004, coordinate vehicle replacement information with the Central Fleet repair and maintenance software.

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Continue to phase in the use of the redesigned vehicle replacement fund database to be fully implemented by end of 2003.

Vehicle Replacement Plan

Program Description



The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of the their vehicles and are cross charged for the future replacement costs.



Performance Measures

Number of vehicles replaced compared to planned replacements

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
100%	100%	87%	100%	0%



Program Highlights

Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of additions to the plan the first full-year depreciation charge on the 2003 vehicles. Insurance allocations are based on a three-year experience history and are decreasing slightly from the 2003 allocations.

Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Active Vehicles in Plan	370	370	370	367	(3)
Vehicles Replaced	31	30	26	61	31

Waukesha County
2004 Vehicle Replacement Plan

<u>Fund</u>	<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Estimated Salvage</u>
010	Pks & Land Use--Gen'l	Utility Vehicle, 4 Wheel	2	\$17,000	\$34,000	\$4,000
010	Pks & Land Use--Gen'l	Utility Vehicle, 6 Wheel	1	\$6,779	\$6,779	\$1,000
010	Pks & Land Use--Gen'l	Pickup, 4X4	2	\$27,440	\$54,880	\$8,000
010	Pks & Land Use--Gen'l	Truck, 1 ton dump	2	\$44,721	\$89,442	\$16,000
010	Pks & Land Use--Gen'l	Pickup, light duty	1	\$18,155	\$18,155	\$4,000
Subtotal:			8		\$203,256	\$33,000
505	Pks & Land Use--Nagawaukee	Sand Trap Rake	1	\$8,257	\$8,257	\$1,000
505	Pks & Land Use--Nagawaukee	Slit Seed, towed	1	\$8,000	\$8,000	\$500
505	Pks & Land Use--Nagawaukee	Greens Mower	3	\$22,778	\$68,334	\$6,000
505	Pks & Land Use--Nagawaukee	Utility Vehicle	1	\$5,720	\$5,720	\$500
505	Pks & Land Use--Nagawaukee	Utility Vehicle, 4 Wheel	2	\$17,000	\$34,000	\$4,000
505	Pks & Land Use--Nagawaukee	Utility Vehicle	1	\$5,574	\$5,574	\$500
505	Pks & Land Use--Wanaki	Triplex, Greensmower	2	\$22,778	\$45,556	\$4,000
Subtotal:			11		\$175,441	\$16,500
400	Public Works -- Hwy Ops	Tandem Truck	3	\$162,240	\$486,720	\$45,000
400	Public Works -- Hwy Ops	Automobile	4	\$17,160	\$68,640	\$16,000
400	Public Works -- Hwy Ops	Patrol Truck	7	\$120,000	\$840,000	\$105,000
400	Public Works -- Hwy Ops	Truck, 1 ton dump	2	\$41,000	\$82,000	\$16,000
400	Public Works -- Hwy Ops	Service Truck	1	\$57,200	\$57,200	\$7,000
400	Public Works -- Hwy Ops	Truck, 1 ton service body	1	\$46,800	\$46,800	\$7,000
400	Public Works -- Hwy Ops	Truck, Aerial bucket	1	\$78,000	\$78,000	\$12,000
400	Public Works -- Hwy Ops	Truck, Aerial bucket	1	\$135,000	\$135,000	\$12,000
400	Public Works -- Hwy Ops	Loader, Rubber Tired	1	\$129,896	\$129,896	\$12,000
400	Public Works -- Hwy Ops	Tractor outfront w/ trailer	2	\$25,948	\$51,896	\$8,000
Subtotal:			23		\$1,976,152	\$240,000
010	Public Works -- Bldg Ops	Sport Utility Vehicle	1	\$22,360	\$22,360	\$5,000
010	Public Works -- Bldg Ops	Mower (UWW)	1	\$19,240	\$19,240	\$2,000
Subtotal:			2		\$41,600	\$7,000
010	Sheriff's Department	Automobile	1	\$23,816	\$23,816	\$4,000
010	Sheriff's Department	Automobile, full sized K9	1	\$22,256	\$22,256	\$4,000
010	Sheriff's Department	Automobile, K9	1	\$21,840	\$21,840	\$4,000
010	Sheriff's Department	Automobile	3	\$21,320	\$63,960	\$12,000
010	Sheriff's Department	Automobile, full sized	2	\$22,360	\$44,720	\$8,000
010	Sheriff's Department	Automobile, full sized	1	\$22,880	\$22,880	\$4,000
010	Sheriff's Department	Automobile, mid sized	1	\$17,264	\$17,264	\$4,000
010	Sheriff's Department	One Ton Swat Van	1	\$21,500	\$21,500	\$4,000
010	Sheriff's Department	Mini Van	1	\$22,360	\$22,360	\$4,000
Subtotal:			12		\$260,596	\$48,000
450	Records Management	Van	1	\$20,280	\$20,280	\$4,000
Subtotal:			1		\$20,280	\$4,000
360	Health and Human Services	Van	2	\$20,592	\$41,184	\$8,000
360	Health and Human Services	Station Wagon	1	\$20,800	\$20,800	\$4,000
360	Health and Human Services	Van, 15 Passenger	1	\$30,160	\$30,160	\$4,000
Subtotal:			4		\$92,144	\$16,000
Total 2004 Replacement Fund Budget			61		\$2,769,469	\$364,500

WAUKESHA COUNTY

FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

Fund	Agency	2003 Est.		2004		2005		2006		2007		2008	
		Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
400	Public Works Hwy Ops	10	\$943,547	23	\$1,976,152	15	\$1,168,908	17	\$1,272,611	17	\$1,406,192	12	\$1,235,839
10	Public Works Bldg Ops	3	\$55,964	2	\$41,600	1	\$20,280	1	\$20,550	0	\$0	1	\$25,795
10	Sheriff	1	\$19,799	12	\$260,596 #	14	\$307,632	10	\$237,087	2	\$41,620	1	\$20,940
10	Parks & Land Use	5	\$132,393	8	\$203,256	12	\$20,480	7	\$162,402	19	\$439,456	13	\$420,915
505	Moor Downs GC	1	\$7,635	0	\$0	3	\$75,712	0	\$0	2	\$50,056	1	\$19,654
505	Nagawaukee GC	4	\$56,618	9	\$129,885	5	\$93,860	3	\$39,370	7	\$189,652	6	\$155,767
505	Wanaki GC	2	\$30,821	2	\$45,556	6	\$96,252	5	\$90,314	5	\$115,636	5	\$158,984
545	Eble Ice Arena	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
550	Exposition Center	0	\$0	0	\$0	1	\$26,312	1	\$10,275	0	\$0	0	\$0
545	Nagawaukee Ice Arena	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$69,607
10	Medical Examiner	0	\$0	0	\$0	2	\$47,320	0	\$0	2	\$51,181	0	\$0
150	Human Services	0	\$0	4	\$92,144	0	\$0	0	\$0	0	\$0	0	\$0
450	Records Management	0	\$0	1	\$20,280	0	\$0	0	\$0	0	\$0	0	\$0
010	Information Systems	0	\$0	0	\$0	1	\$20,592	0	\$0	0	\$0	0	\$0
470	Radio Services	0	\$0	0	\$0	0	\$0	0	\$0	1	\$19,235	0	\$0
Total Replacements		26	\$1,246,777	61	\$2,769,469	60	\$1,877,348	44	\$1,832,609	55	\$2,313,028	40	\$2,107,501

Airport Development Fund

Airport Commission

Mission/ Summary

Mission

The mission of Waukesha County Airport is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services are available to all users; to oversee and undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning, as well as to establish systems to maintain such existing and future improvements. Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government. The airport shall additionally operate and promote itself in a fiscally prudent manner, working toward reducing its dependency on County taxpayers.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Airport Development Fund						
Personnel Costs	\$186,214	\$202,156	\$201,284	\$213,854	\$11,698	5.8%
Operating Expenses	\$792,016	\$817,646	\$776,284	\$818,876	\$1,230	0.2%
Interdept. Charges	\$34,766	\$48,921	\$43,452	\$44,361	(\$4,560)	-9.3%
Fixed Assets (Memo)(a)	\$0	\$0	\$60,000	\$0	\$0	N/A
Total Expenditures (a)	\$1,012,996	\$1,068,723	\$1,021,020	\$1,077,091	\$8,368	0.8%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$584,749	\$605,093	\$580,537	\$613,461	\$8,368	1.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (b)	\$14,319	\$192,177	\$192,177	\$192,177	\$0	0.0%
Total Revenues	\$599,068	\$797,270	\$772,714	\$805,638	\$8,368	1.0%
Operating Income/(Loss)(a)	(\$413,928)	(\$271,453)	(\$248,306)	(\$271,453)	\$0	0.0%
Tax Levy (c)	\$413,928	\$271,453	\$248,306	\$271,453	\$0	0.0%
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.00	3.00	3.00	3.00	0.00	

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made out of cash balances and are included in the Airport's fixed asset request.

(b) Includes Airport fund balance of \$173,977 in 2003 and 2004 to offset depreciation expense on assets expected to be replaced in future years with outside (non-County) funding.

(c) Tax Levy and planned use of fund balance funds the estimated operating loss. Actual tax levy in 2002 to offset the actual operating loss was \$271,453.

Departmental Objectives

1. Design, bid, and perform reconstruction of Runway 18/36 to improve overall operational safety, as well as becoming safety area compliant as required by the FAA (2nd quarter 2004, Goal 2.2).
2. Design, bid, and construct Phase II of the Southeast Hangar Area to provide the required infrastructure for the forecasted hangar development demand, as well as achieving economies of scale by including it with the Runway 18/36 reconstruction project (2nd quarter 2004, Goal 2.2).
3. Create a Storm Water and Utility Master Plan to develop a comprehensive study for future management of the system, as well as achieving economies of scale by including it with the Runway 18/36 Reconstruction project (2nd quarter 2004, Goal 2.2).
4. Design, bid, and construct a perimeter road to improve overall operational safety for ground vehicles accessing the airfield, as well as achieving economies of scale by including it with the Runway 18/36 Reconstruction project (2nd quarter 2004, Goal 2.2).
5. Design, bid, and construct an extension to the terminal parking lot to improve efficiency for airport customers. This project may be able to achieve economies of scale with the possibility of including it with the Runway 18/36 Reconstruction project (2nd quarter 2004, Goal 2.2).
6. Perform repairs on Runway 10/28 to improve overall operational safety and extend the useful life of the runway (2nd quarter 2004, Goal 2.2).
7. Update the State 6-year and County 5-year Capital Project Plans to insure the availability of adequate funds at the appropriate time (1st quarter 2004, Goal 2.1).
8. In conjunction with the Department of Parks and Land Use, develop a comprehensive land use plan/business plan for the Expo Center and Airport grounds to be reviewed and approved by standing committees and the County Board. (3rd quarter 2004)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Received offer from Senator Kohl to sponsor language in the 2004 FAA reauthorization bill to have the runway 18/36 reconstruction included as a priority project. If approved, it would qualify the projects in departmental objectives 1, 2, 3, and 4 for 90/5/5 cost share (1st quarter 2003, Goals 4.4 and 5.1). The Airport would receive approximately \$4 million for projects, most of which are safety related or infrastructure replacement work outlined in the Airport Master Plan for approximately \$200,000 County share.
 2. Designed and printed initial run of brochures regarding County Height Limitation Zoning Ordinance for distribution to local municipalities to protect airspace around Airport from encroachment by construction cranes. These were funded totally by the Bureau of Aeronautics (2nd quarter 2003, Goals 1.2 and 3.2).
 3. Conducted full-scale Airport disaster exercise to test the Airport Emergency Plan in action and revised the plan as necessary.
 4. Updated the State 6-year and County 5-year Capital Project Plans to insure the availability of adequate funds at the appropriate time (1st quarter 2003 Goal 2.1)
 5. Completed construction of Control Tower Base Building in order to meet FAA requirements (1st quarter 2003, Goal 2.2).
 6. Installed tower equipment identified by FAA to improve overall operational safety as well as maintain inclusion in Contract Tower Program (1st quarter 2003, Goal 3.2).
 7. Completed a security plan for the Airport in compliance with State Bureau of Aeronautics recommendations (4th quarter 2003, Goal 3.2).
 8. Completed re-painting of runway hold short markings, which was required and fully funded by the State Bureau of Aeronautics (3rd quarter 2003, Goal 3.2).
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Airport Development Fund

Airport Commission

Program

Building, Grounds & Ramp Operations/Fixed Based Operator

Program Description

Maintain and schedule the maintenance of the Airport grounds, infrastructure, and equipment as necessary to ensure a safe airfield operation. Schedule and monitor contracted maintenance services to track the condition of Airport buildings and associated equipment. Monitor the contract for performing and providing aeronautical services and parking ramp operations.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of Land Lease Capacity filled					
Southeast Hangar Area	96%	93.5%	96%	96%	2.5%
Southwest Hangar Area	31.6%	47.4%	42.1%	42.1%	(5.3%)
Ramp Area	33.3%	50.0%	33.3%	33.3%	(16.7%)
Corporate Hangar Area	12.5%	25.0%	12.5%	12.5%	(12.5%)

Staffing (FTE)	0.94	0.94	0.94	0.94	0.00
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Personnel Costs	\$61,330	\$67,593	\$67,141	\$71,689	\$4,096
Operating Expenses	\$695,534	\$717,049	\$679,598	\$709,904	(\$7,145)
Interdept. Charges	\$20,036	\$27,083	\$25,524	\$25,852	(\$1,231)
Fixed Assets (memo)(a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$776,900	\$811,725	\$772,263	\$807,445	(\$4,280)
Charges for Services	\$559,958	\$579,682	\$555,200	\$587,526	\$7,844
Other Revenue	\$14,319	\$192,177	\$192,177	\$192,177	\$0
Total Revenues:	\$574,277	\$771,859	\$747,377	\$779,703	\$7,844
Operating Income/(Loss)	(\$202,623)	(\$39,866)	(\$24,886)	(\$27,742)	\$12,124
Tax Levy	\$202,623	\$39,866	\$24,886	\$27,742	(\$12,124)

Program Highlights

Personnel costs increase for existing staffing mainly due to salary merit increases and the rise in health insurance and other related benefit costs. Operating expenses decrease from the prior year budget mostly due to depreciation, budgeted at \$284,961, due to delays in a number of capital projects. This is offset with snow removal costs budgeted at \$269,953 with an increase of \$7,093. Pavement maintenance also increases \$2,700. There is a distinct possibility that the State Bureau of Aeronautics will be reducing its workforce and program structure in the near future. One of the programs that may be cut involves the pavement-marking program, which means that the State will no longer be able to fund this annual occurrence at the airport.

Charges for Services revenues increase by \$7,844 to \$587,526 due to increases in fuel flowage and land lease revenues. Fuel flowage fee revenue increased by \$7,822 over the 2003 budget to \$101,397 as this revenue source has risen steadily since the third quarter of 2001. Land lease revenue increases \$12,870 to \$198,954 in 2004. Other revenues includes \$173,977 of airport fund balance appropriation, the same as the prior budget to fund the County capitalized asset related depreciation expenses.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total Airport Buildings	14	14	14	14	0
Square Yards of Pavement	434,774	447,677	434,774	447,677	0
Acres of grass to be mowed	350.25	341.48	350.25	341.48	0

Control Tower & Fueling Operations

Program Description

Air Traffic Control Tower facility and operations. Fuel farm operations.

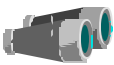


Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Based Aircraft	225	228	225	228	0
Gallons Sold/Operation Ratio	11.82	8.78	10.87	10.87	2.09

Staffing (FTE)	0.11	0.11	0.11	0.11	0.00
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Personnel Costs	\$6,835	\$7,541	\$7,484	\$7,993	\$452
Operating Expenses	\$77,416	\$72,662	\$81,916	\$90,104	\$17,442
Interdept. Charges	\$6,419	\$6,930	\$6,669	\$7,236	\$306
Fixed Assets (memo)(a)	\$0	\$0	\$60,000	\$0	\$0
Total Expenditures:	\$90,670	\$87,133	\$96,069	\$105,333	\$18,200
Charges for Services	\$24,791	\$25,411	\$25,337	\$25,935	\$524
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$24,791	\$25,411	\$25,337	\$25,935	\$524
Operating Income/(Loss)	(\$65,879)	(\$61,722)	(\$70,732)	(\$79,398)	(\$17,676)
Tax Levy	\$65,879	\$61,722	\$70,732	\$79,398	\$17,676

a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made out of cash balances and are included in the Airport's fixed asset request.



Program Highlights

Personnel costs remain relatively stable from the prior year budget with no change in staffing levels. Operating expenses in this program area increase \$17,442 from the 2003 budget due to depreciation of the new tower equipment, the addition of the base building, and the assumed depreciation on the extra fuel storage tank to meet growing demand. The fuel tank is anticipated to be purchased in 2003. Interdepartmental charges remain fairly stable compared to the 2002 budget.

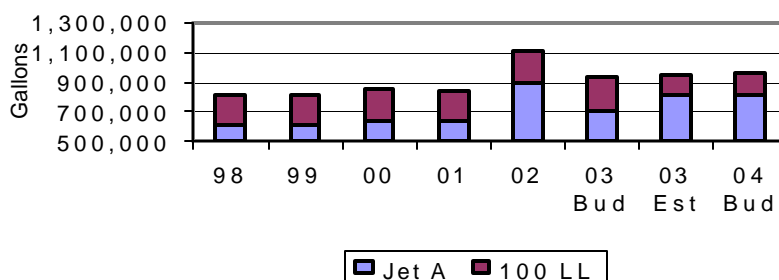
Charges for services revenues are anticipated to increase slightly for the fuel farm lease, which results from the CPI increase being relatively low over the past year.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Control Tower Operations (takeoffs and landings)	102,891	106,566	104,836	104,836	(1,730)

Fuel Purchases:

Jet A	893,047	708,154	806,136	810,268	102,114
100 LL	<u>212,612</u>	<u>227,600</u>	<u>148,045</u>	<u>148,872</u>	<u>(78,728)</u>
Total	1,105,659	935,754	954,181	959,140	23,386



Administrative Services

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Land Leases	40	44	42	46	2

Staffing (FTE)	1.95	1.95	1.95	1.95	0.00
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Personnel Costs	\$118,049	\$127,022	\$126,659	\$134,172	\$7,150
Operating Expenses	\$19,066	\$27,935	\$14,770	\$18,868	(\$9,067)
Interdept. Charges	\$8,311	\$14,908	\$11,259	\$11,273	(\$3,635)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$145,426	\$169,865	\$152,688	\$164,313	(\$5,552)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Operating Income/(Loss)	\$145,426	\$169,865	\$152,688	\$164,313	(\$5,552)
Tax Levy	\$145,426	\$169,865	\$152,688	\$164,313	(\$5,552)



Program Highlights

Personnel costs increase for the current staffing level, mainly due to the rise in health insurance costs. Operating expenditures are reduced \$9,067 from the 2003 budget mainly due to eliminating the consultant marketing services. Interdepartmental charges are decreasing from the 2003 budget mainly due to the reduction in costs for postage and printing for the Airport newsletter, which will only be distributed over the Internet. There are no revenues in this program area.



Activity

CURRENT AND PROPOSED CAPITAL PROJECTS:		Expected	County	Estimated Annual Operating Impact		
Project		Completion	Project	Revenues/	Total Rev/	
# Project		Year	Cost	(Expend)	Depreciation	(Expend)
Name						
9608 Avigation/Easement Acquisition		2004	\$50,000	\$0	\$0	\$0
200105 Control Tower Base Building		2003	\$45,000	\$0	(\$1,480)	(\$1,480)
200021 Southeast Hangar Area Phase II		2004	\$600,000	\$44154	\$(33,400)	\$10,754
200104 Terminal Building Parking Lot		2004	\$34,100	(\$5,000)	(\$2,900)	(\$7,900)
200308 Runway 18/36 Reconstruction		2004	\$380,000	\$0	(\$21,254)	(\$21,254)
200312 Storm Water Master Plan & Utility Mapping		2004	\$31,000	\$0	(\$1,550)	(\$1,550)